



# EMPLOYEE TRANSITION GUIDE

Updated January 2001

## **EMPLOYEE TRANSITION GUIDE**

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# **Key Points of Contact**

## Key Points of Contact

### *Site Offices*

### *Site Offices:*

Human Resources Department  
Code 730000D  
NAWCWD  
1 Administration Circle  
China Lake, California 93555-6100  
(760) 939-2434/DSN: 437-2434

Human Resources Department  
Code 730000E  
NAWCWD  
575 I Ave Suite 1  
Point Mugu, California 93042-5049  
(805) 989-3271/ DSN: 351-3271

Web Intranet site: <http://hrdmugu.mugu.navy.mil/hrd/>

Web Internet site: <http://www.nawcwpns.navy.mil/~hrd/>

### Personnel Management Advisor (PMA) Teams

<b><u>China Lake:</u></b>	939-8113	<b><u>Point Mugu:</u></b>	989-3226
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Nancy Robinson	939-8106		
RobinsonNE@navair.navy.mil			
Codes 2.0, 7.0			

Diana Eggleton EggletonDW@navair.navy.mil Codes 5.0, White Sands	939-8111	<b>White Sands Employees</b> – In addition to your PMA, you may call: Susan Brito	DSN: 258-2955
Dana Hyatt HyattDL@navair.navy.mil Codes 5.0, White Sands	939-4858		

### HRSC-SW TELEPHONE NUMBERS AND ADDRESS

Functions	Voice*	Fax*
Benefits & Retirements	DSN: 245-5554 Or Toll Free: 1-800-831-0622 X5554	DSN: 245-5548
Employment Verification	DSN: 245-5877	DSN: 245-5894
OPF & Documentation	DSN: 245-5877	DSN: 245-5894
Processing & Pay Issues	DSN: 245-5994	DSN: 245-5862

\*Commercial prefix for all telephone and fax numbers: (619) 615-xxxx

HRSC-SW MAILING ADDRESS: Please address the envelope exactly as shown below, using capital letters, and be sure to include the HRSC Southwest CODE number, SUITE number, and Zip Code, including last four digits. If correspondence is directed to a particular person at the HRSC-SW, include the individual's name in the attention line.

HUMAN RESOURCES SERVICE CENTER – SOUTHWEST (HRSC-SW)

ATTN: CODE

525 B STREET, SUITE 600

SAN DIEGO, CALIFORNIA 92101-4418

Web: <http://www.dasnhroc.navy.mil>

- Benefits and Retirement: Code 516  
E-mail requests for forms to: [Benefits@sw.hroc.navy.mil](mailto:Benefits@sw.hroc.navy.mil)
- Request for Document from OPF Code 517
- Employment Verification Code 517
- Applications to Announcements use the code specified in the announcement
- Staffing & Classification Code 535

## **CIVILIAN EMPLOYEE ASSISTANCE PROGRAM**

### **China Lake**

CEAP 939-2480 Dennis Burum  
BurumCD@navair.navy.mil  
CEAP Administrator:  
Betty Miller -939-0880  
[MillerBM@navair.navy.mil](mailto:MillerBM@navair.navy.mil)

### **Point Mugu**

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JolleyDE@navair.navy.mil  
Point Mugu POC:  
Nancy Stock - 989-3225  
[StockLN@navair.navy.mil](mailto:StockLN@navair.navy.mil)

**White Sands:** 505-678-1957

## **EEO COUNSELOR**

**China Lake & Point Mugu** Liz Culver 989-3224, [CulverEA@navair.navy.mil](mailto:CulverEA@navair.navy.mil)

## **JOB AND CAREER CHANGE RESOURCES**

### **China Lake**

Family Service Center: 610 Blandy, 939-0966  
NAWCWD Intranet Site: <http://www.nawcwpns.navy.mil/~ctc>

HRD Training Division: 939-0878 or 939-3129  
NAWCWD Intranet Site: <http://pmtrain.mugu.navy.mil/classes/>

### **Point Mugu**

Family Service Center: Building 124, 989-1022  
NAWCWD Intranet Site: <http://www.nawcwpns.navy.mil/~ctc>

HRD Training Division: 989-3003  
NAWCWD Intranet Site: <http://pmtrain.mugu.navy.mil/classes/>

### **White Sands**

Family Service Center: (805) 989-1022 DSN: 351-1022

**CONSUMER CREDIT COUNSELING SERVICE**

Web Internet site: [www.consumercredit.com/](http://www.consumercredit.com/)

Web Internet site: [www.libertyccs.org](http://www.libertyccs.org)

China Lake (Kern County)  
Consumer Credit Counseling  
5300 Lennox Ave #200  
Bakersfield, California  
(805) 324-9628  
(800) 272-2482

Point Mugu (Ventura County)  
Consumer Credit Counseling  
80 Wood Road #312  
Camarillo, California 93010  
(805) 644-1500  
(800) 540-2227

**VETERANS SPECIFIC INFORMATION**

Department of Veterans' Affairs Regional Office (800)-827-1000

Fed. Bldg., 11000 Wilshire Blvd, Los Angeles, CA 90024

Web Internet site: [www.va.gov](http://www.va.gov)

\*Serving counties of Inyo, Kern, Los Angeles, Orange, San Bernardino, San Luis Obispo, Santa Barbara and Ventura.

## EMPLOYMENT DEVELOPMENT DEPARTMENT OFFICES

Web Internet site: <http://www.edd.ca.gov>

### **Point Mugu (Ventura County)**

635 S. Ventura Road  
Oxnard, California  
Jobseekers: (805) 382-8610  
Fax: (805) 382-8610

980 Enchanted Way, Ste 105  
Simi Valley, California  
Jobseekers: (805) 582-8721

### **China Lake (Kern County)**

540 Perdew Street Suite C  
Ridgecrest, California  
Jobseekers: (760) 446-2595  
Fax: (760) 446-5108

### **White Sands**

#### Alamogordo, New Mexico

901 Alaska Avenue 505-437-9210

#### Las Cruces, New Mexico

226 South Alameda Avenue 505-524-6250

#### El Paso, Texas

5919 Brookhollow (915) 887-2086  
Tele-Center (915) 832-6400  
1-800-939-6631

## RIF INFORMATION ON THE INTERNET

Office of Personnel Management

- [www.opm.gov](http://www.opm.gov)
- [www.opm.gov/rif/general/rifmenu.htm](http://www.opm.gov/rif/general/rifmenu.htm)

Department of Labor - Federal Employee's Survival Guide

- <http://safetynet.doleta.gov/text/common/dodcare.htm>
- <http://safetynet.doleta.gov/>



## **BENEFITS INFORMATION ON THE INTERNET**

Human Resources, NAWCWD - [www.nawcwpns.navy.mil/~hrd/](http://www.nawcwpns.navy.mil/~hrd/)

Human Resources Service Center - [www.dasnhroc.navy.mil](http://www.dasnhroc.navy.mil)

Office of Personnel Management - [www.opm.gov](http://www.opm.gov)

Thrift Savings Plan - [www.tsp.gov](http://www.tsp.gov)

## **PHONE NUMBERS AT YOUR FINGERTIPS**

### **VENTURA COUNTY**

#### Ventura County Health and Human Services

Public Health	652-5916
Alcohol and Drug Programs	652-6725
Children's Services	652-7803
WIC Voucher Nutrition Program	652-5932
	1-800-781-4449

#### Ventura County Public Social Services Agency

##### AFDC Medi-Cal Food Stamps General Relief

Oxnard, 385-8519	Simi Valley, 584-4842
Santa Paula, 933-8461	Ventura, 658-4100

### **KERN COUNTY**

#### Kern County Health and Human Services

Public Health	661-868-0554
Human Services	661-631-6000

# **Drawdown Management Tools**

## Drawdown Management Tools

The need to reduce staff may be caused by base closure or realignment, workload changes, or the imposition of fiscal constraints. Regardless of the underlying cause, once a reduction decision is made and a plan developed, there are a variety of tools managers may use to reduce staff while avoiding involuntary separations and meeting mission requirements. The following information highlights the most important areas of a drawdown.

**Hiring Limitation:** During downsizing, activities may choose to limit the number of employees they add to the employment roles, or to limit movement within the activity. Limitations could include a total freeze on promotions or accessions, or a limited restriction whereby activities replace some of the employees who leave (e.g., two employees hired for every five who leave). Limitations may cover the entire Department, a Component, a subordinate activity, or an installation. Hiring limitations may invoke blanket exceptions to Priority Placement Program (PPP) procedures; these should be discussed with the cognizant PPP coordinators. See “PPP” below for additional information on this program.

**Reduction in Force (RIF):** RIF is a structured, orderly process through which employees are separated or changed to lower grade. RIF actions are based on length of service and performance; veterans generally have preference over non-veterans. Those last hired are usually the first fired. Employees impacted by RIF receive an official written RIF notice. RIF notice periods vary in length from 60 to 120 days depending on multiple factors such as RIF size, complexity, bargaining obligations, and Headquarters policy. Under certain circumstances, employees may volunteer for Voluntary Separation Incentive Program (VSIP) or voluntary RIF to help avoid the separation of another employee.

**Priority Placement Program (PPP):** DOD established this automated referral program in 1965 to match employees facing reduction in force with vacant positions. Such employees must register in an automated system operated from Dayton, Ohio. As vacancies occur, personnel offices use a computer bulletin board system to tell Dayton to immediately refer resumes of employees who match the title, series, and grade of the vacant position and who have indicated availability at that location. Selection is mandatory. At closing installations, early registration is available one or two years before RIF notices are issued as requested by the installation commander. After receipt of a RIF separation notice, registration is mandatory. Employees selected through the PPP are generally entitled to relocation expenses. Registration of separated employees continues for up to 12 months after separation.

**Separation Incentives - Buyouts:** Buyouts are lump sum payments of up to \$25,000 paid by DOD to encourage employees to resign or retire. Buyouts are targeted at employees in specific grades, series, or locations to help avoid reductions in force and minimize involuntary separations. Generally activities must offer buyouts to their

employees at least 30 days before they issue RIF notices. Buyouts are also referred to as incentives, VSIP (Voluntary Separation Incentive Pay), or separation pay. DOD authority to offer separation incentives runs through September 30, 2003. **See enclosure (3) Severance Pay Estimation Worksheet to calculate separation incentive pay.**

**Note: VSIP is payable to a maximum of \$25,000.**

**Voluntary Early Retirement Authority (VERA):** The Office of Personnel Management delegates this authority to agencies to help them reduce staff by allowing employees to retire under reduced age and service requirements (age 50 with 20 years of service, any age with 25 years of service). Under CSRS, the retirement annuity is reduced by 2% per year for each year the employee is under age 55. There is no reduction to a FERS annuity. VERA is also referred to as early retirement or early out.

**Career Transition Assistance:** This includes a range of programs managed by the DOD and by local activities. These programs are designed to help employees find jobs. Assistance includes the Defense Outplacement and Referral System (DORS), through which we refer the resumes of registrants to non-DOD agencies, private sector employers, not-for-profit organizations, and state and local governments. Registration in DORS is voluntary for civilians and their spouses. Assistance also includes DOD payment of relocation costs for employees to move to take jobs with other Federal agencies (outplacement subsidy). Local assistance programs include Job Fairs as well as the creation of employee assistance centers at closing and downsizing installations.

**Reemployment Priority List (RPL):** Each agency, in this case the Department of Defense, is required to maintain a list of separated employees and compensable recovered employees for restoration of employment in the Department. This list is based on the installation's commuting area; restoration is mandatory. DOD is working to automate the RPL as a part of the DOD PPP systems. Application forms are provided to eligible employees at time of mandatory PPP registration sessions. Employees may apply for the RPL from date of receipt of RIF notice until 30 days after separation from the activity.

**Interagency Career Transition Assistance Plan (ICTAP):** In response to a Presidential Memorandum issued September 12, 1995, the Office of Personnel Management established ICTAP. Under ICTAP, employees who have RIF separation notices receive special selection priority when they apply and are well qualified for vacancies in other Federal agencies within the commuting area. Activities notify employees of this program when RIF notices are issued. Employees must apply directly to agencies for specific vacancies in the commuting area and attach proof of eligibility (i.e., SF-50, RIF separation notice, etc.)

**Employee Assistance after Separation:** Most employees separated by RIF are entitled to payment for unused annual leave, severance pay (either in bi-weekly payments or in lump sum), and unemployment compensation. If these employees elect to continue their health insurance for up to 18 months, the Department of the Navy (DON) will pay

the employer's portion of the premium and any administrative fees. They may also use their accumulated annual leave to meet retirement eligibility.

# **VSIP/VERA**

**Voluntary Separation Incentive Pay**

**And**

**Voluntary Early Retirement  
Authority**

**Voluntary Separation Incentive Pay (VSIP) and Voluntary Early Retirement Authority (VERA):** Both are separation incentives that are used as downsizing tools by DOD activities. They are an integral part of effort to reduce involuntary separations. NAWCWD can request authority to use VSIP and VERA when downsizing, reshaping or changing the skills mix within the civilian workforce.

**VSIP:** Has been used in DOD since 1993 at most downsizing installations. VSIP is a voluntary “buyout” program under which commands such as ours can give employees a one-time payment to voluntarily resign or retire from Federal service. A VSIP action cannot be approved unless it will avoid the involuntary separation of another employee due to reduction in force (RIF).

**An employee who is approved for VSIP is entitled up to, but not more than \$25,000.00.** VSIP is calculated using the employees severance pay entitlement. The employee receives that entitlement or \$25,000.00, which ever is less. VSIP is treated as taxable income for state and Federal income taxes. See the discussion of severance pay eligibility and computation information in Chapter 7. Enclosure (3) contains a severance pay estimation worksheet.

VSIP is targeted to employees in specific grades, series, or locations depending on the needs of the organization. VSIP is offered prior to the conduct of a RIF. Employees in receipt of a RIF separation notice cannot be offered VSIP. Employees who have taken VSIP are prohibited from reemployment within DOD for 12 months after separation, and may not be reemployed by **any** Federal agency within 5 years unless they repay the incentive.

**Expanded VSIP** is a program administered through the DOD Priority Placement Program (PPP). Expanded VSIP creates vacancies by offering separation incentives at non-downsizing activities. PPP then looks for skills matches and places employees facing imminent separation at downsizing activities into those vacancies.

**VERA:** The Office of Personnel Management delegates this authority to agencies to allow employees to retire under reduced age and service requirements. (Age 50 with 20 years of service, any age with 25 years of service). Under CSRS, the retirement annuity is reduced by 2% per year for each year the employee is under age 55. There is no reduction under Federal Employees Retirement System (FERS). This authority is often used in conjunction with buyout programs to maximize the opportunity for employees to choose to retire.

# **The RIF Process**



## **The RIF Process:**

### **General RIF Information**

Employees who are affected by the reduction in force (RIF) will receive an official written notice. The notice will be issued 60 to 120 days before the effective date of the RIF action. After an employee receives a notice, that notice can be canceled or amended to show a less severe action (for example, change to lower grade instead of separation). A more severe action would require a new notice period of 60 to 120 days. Therefore, on the date RIF Notices are handed out, employees will know the “worst case” effect of the RIF.

### **Retention Register and Retention Standing**

What exactly is the process used in a RIF prior to notification of affected employees? First, the data used to determine an employee's standing in the RIF process must be verified. Human Resources uses the personnel folder to make qualification determinations for assignment to positions during a RIF.

In a RIF, employees will be grouped into what is known as a “master retention register.” The first grouping is by competitive areas. Employees in separate competitive areas do not compete with each other. Within NAWCWD, separate competitive areas have been established for Point Mugu, China Lake, and White Sands for Demo (Demonstration Project) employees and non-Demo employees as well as for each occupational career path within the Demo. These occupational groups are scientists and engineers, technicians, technical specialists, administrative personnel and general personnel.

Within a competitive area, employees are then grouped into levels. Separate competitive levels are established for all positions having the same service (competitive or excepted); work schedule (full-time, part-time, intermittent, seasonal); supervisory or non-supervisory status; trainee status; title, series, level and primary specialty area code or, for non-Demo employees, competitive level code and (for Demo employees who are scientists, engineers or technicians) functional code. This results in a large number of competitive levels, perhaps as many as 3600. The number of employees in a competitive level may be as many as 60 or as few as 1. A list of competing employees within a competitive level is called a “retention register”.

Within a competitive level, employees are also grouped by their tenure (career, career-conditional or term), veterans' preference, length of service and performance. An employee's relative standing on a retention register is called “retention standing.” It is here that the Demo and non-Demo systems differ. Demo employees are grouped first by their performance, then by tenure, veterans preference and length of service, while non-Demo employees are grouped first by tenure, then veteran's preference, and finally length of service augmented by performance.

For retention register purposes under both systems, the three most recent annual performance ratings of record are used for establishing performance credit. Employees

will receive performance credit for the three most recent annual ratings received during the four-year period before the cutoff date.

A Demo employee has not received three actual annual performance ratings during the preceding four-year period, credit is given for up to three presumptive ratings of fully successful (level three) to bring the total number of ratings to three. For example, if an employee was hired on two years ago, he would have 2 ratings of record and one presumptive fully successful rating. Or, if an employee was on LWOP for an extended amount of time during the performance year, he or she may have a presumptive fully successful rating. Another case is when an employee is promoted during the 120 days before the end of the performance cycle and is, therefore, ineligible for a rating one year; HR would look over the last 4 years to credit that employee with 3 ratings of record.

If a Non-Demo employee has less than three rating of record, their actual ratings of record are averaged. If a Non-Demo employee has no record of rating on file they are given the “Modal Rating” for the competitive area. The “Modal Rating” is the summary rating level assigned most frequently among the actual ratings of record that is assigned under the summary level pattern that applies to the employee’s position of record on the date of the reduction in force.

## **Demo Standings**

Under Demo, three incentive pay groups are established by averaging the 3 annual performance ratings. Highly successful performance ratings (levels one and two) are assigned a value of one; fully successful performance ratings (level three) are assigned a value of two; and less than fully successful performance ratings (levels four and five) are assigned a value of three. The group “H” (highly successful) incentive pay group includes employees whose three most recent annual performance ratings average within the range of 1.0 to 1.33; the group “F” (fully successful) incentive pay group includes employees whose three most recent annual performance ratings average above 1.33 but no higher than 2.0; and the group “L” (less than fully successful) incentive pay group includes employees whose three most recent annual performance ratings average above 2.0.

Within each competitive level, employees in incentive pay group “H” are placed at the top of the retention register in standard order of tenure, veterans’ preference, and length of service order; employees in incentive pay group “F” are placed at the middle of the retention register in standard order; and employees in incentive pay group “L” are placed at the bottom of the retention register, in standard order.

The first employees to be released from a competitive level will be those from the bottom of the retention register. In other words, less than fully successful performers are the first employees to be released from their competitive level.

Employees whose positions have been brought into the Demo Project within the last three (or four) years are credited with Demo ratings that are equivalent to their non-Demo

ratings. Employees accepting positions covered by the Demo Project within the last three (or four) years are credited with presumptive fully successful ratings.

### Non-Demo Standings

In the non-Demo system, service credit is added to your length of service. The service credit for the last three performance ratings is averaged, then rounded up. When ratings of records were received prior to 10/1/87 or when the rating of records were received 10/1/87 and after AND there is a single rating pattern in the RIF competitive area; service computation dates will be augmented for performance as follows: Service credit for an Outstanding rating is 20 years; for Highly Successful, 16 years and for Fully Successful, 12 years. No service credit (for RIF purposes) is given for ratings of less than Fully Successful.

### RIF Process

Once the data has been validated and the master retention register has been established, the first step in processing a RIF is for management to identify the positions that will be abolished. This determination is based on the previously established reasons for the RIF. The RIF proceeds in two steps, called "Round One" and "Round Two" and are explained below.

When a position is abolished, employees are released from their competitive levels in inverse order of their retention standing beginning with the employee having the lowest standing. This is referred to as "round one." In round one when an employee's position is abolished, the employee is not automatically released from his or her competitive level. An employee in an abolished position may have a right to be reassigned to another position in the competitive level. Employees occupying abolished positions have this right as long as they are not the lowest standing employee. If the employee in the abolished position has the lowest standing in a competitive level, he or she is the one released from the competitive level.

Listed below is an example of "Round One" displacement involving Engineering Technicians at the GS-802-11 level

#### ENGINEERING TECHNICIAN, GS-802-11 COMPETITIVE LEVEL CODE 001T

IAD	Haymer, Matthew	12/06/62
<b>IB</b>	<b>Cocker, Sarah</b>	<b>11/14/65</b>
IB	Sahagun, Michael	11/18/76
IIB	Cabrillo, Ray	07/12/86

In this example, even though Ms. Cocker's position is the one abolished, Mr. Cabrillo is the lowest ranked employee within the competitive level, and Ms. Cocker would take Mr. Cabrillo's position, and Mr. Cabrillo would be displaced. While Ms. Cocker takes Mr.

Cabrillo's position, she does not lose her retention standing, and after Mr. Cabrillo is released from the competitive level, it looks like this:

#### ENGINEERING TECHNICIAN, GS-802-11 COMPETITIVE LEVEL CODE 001T

IAD	Haymer, Matthew	12/06/62
<b>IB</b>	<b>Cocker, Sarah</b>	<b>11/14/65</b>
IB	Sahagun, Michael	11/18/76

An employee who is released from his or her competitive level could have a right to be assigned to another position. These assignment rights are handled in "round two." This is the right of an employee to be assigned, by bump or retreat, in the second round of competition to a position in a different competitive level held by another employee with lower standing on a retention register. Term employees (tenure group III) do not have assignment rights.

### Bump Rights

"Bumping" is an employee's right of assignment to a position for which the employee qualifies and which is occupied by an employee with lower retention standing within the same competitive area (NOTE: Round two involves competitive area not competitive level). For Demo employees, this would be an employee in a lower incentive pay group or, within the same incentive pay group, in a lower tenure group or tenure subgroup, in a different competitive level in the same competitive area. Length of service is not taken into consideration during the bumping in Round Two for Demo employees. For example, a career non-veteran in the "H" incentive pay group could bump a career veteran in the "F" incentive pay group, as long as he or she was fully qualified for the position.

Non-Demo employees can bump an employee with a lower tenure group or subgroup. Tenure group I employees could bump any employees in tenure groups II or III. A tenure group I, compensably disabled veteran, could bump a tenure group I veteran or non-veteran employee and so on.

The occupied position must be no more than one Demo Project level or three GS grades below the position from which the employee is released. 30% compensably disabled veterans in Demo may bump down 2 Demo levels. 30% compensably disabled veterans in GS may bump down no more than five grades (or appropriate grade intervals or equivalent).

### Retreat Rights

"Retreating" is actually a very restricted form of bumping. Under the Demo system, the position to which the employee retreats must be a lower graded position, be occupied by

a lower standing employee (lower tenure group, lower tenure subgroup, or later service computation date) in any incentive pay group, and at a Demo Project level from or through which the employee was promoted. Both bumping and retreating are restricted to the employee's competitive area. For example, a DS employee cannot bump or retreat to a DG position, even though he or she may have previously held that position. No employees may bump or retreat to a position at a different site.

For non-Demo employees, the position to which the employee retreats (same or lower grade) must be occupied by an employee in the same tenure group and subgroup but with less service under the RIF rules. Thus, a career non-veteran can retreat to a position occupied by another career non-veteran with less service if that employee previously held that position (or one essentially identical).

The occupied position, in both Demo and Non-Demo systems, must be in a different competitive level in the same competitive area, and must be no more than one Demo Project level or three GS grades below the position from which the employee is released. 30% compensably disabled veterans may retreat down 2 Demo levels or down 5 GS grades.

RIF is obviously a very complicated process. Each action is taken according to strict rules that protect employees' rights. HR will individually counsel each employee affected in any RIF on their rights and options.

## **RIF Notices**

RIF notice periods vary in length from 60 to 120 days depending on multiple factors (RIF size, complexity, bargaining obligations, Headquarters policy, etc.). If you are an employee being impacted by a reduction in force action, you will be specifically informed of the length of the notice period via an official written RIF notice. In unforeseeable circumstances, an agency may, with approval from the Office of Personnel Management, give an employee 30 days rather than, as appropriate, 60 or 120 days specific written notice of a RIF action.

# **Reconsideration Requests for Demo Employees**

## **Reconsideration Requests for Demo Employees**

You can request reconsideration of this action beginning with the day after the effective date of the action but not later than 20 calendar days after the effective date. Only employees in the Demonstration Project who are separated or changed to lower grade to another position through reduction in force procedures can request reconsideration. If you wish to file a reconsideration request, forward your written request for reconsideration to your Personnel Management Advisor (PMA) team (Code 731000D/E). See enclosure (1) for details. Include any documents you have which you feel support your case. The Human Resources Department will review the request first. If your request is not resolved to your satisfaction, the request will be forwarded to the Space & Naval Warfare Systems Command, San Diego for final review and decision. Demo employees have no Merit System Protection Board appeal rights.

If you believe that your RIF action is a result of discrimination on the basis of your age, sex, race, color, religion, reprisal, national origin, physical or mental disability, you may file an informal complaint of discrimination. If you choose to file an EEO complaint, you must contact the Human Resources Department, Equal Opportunity Division (Code 734000D/E), no later than 45 calendar days after the effective date of the action or incident giving rise to the allegation of discrimination.

As another option you may want to consider looking into and or making use of the Command's Alternative Dispute Resolution (ADR) Program. It is suggested that you contact the ADR Coordinator, Ms. Mary Wedel at (805) 989-3304 for additional information on the program.

For further information about your right to request reconsideration or to file an EEO complaint it is suggested that you contact your Personnel Management Advisor, phone numbers and addresses are listed under Key Points of Contact.

# **Appeal and Grievance Rights for non-Demo Employees**



## **Appeal and Grievance Rights for non-Demo Employees**

All agency non-Demo employees are members of a bargaining unit (union employees) and as such may have either negotiated grievance rights or appeal rights to the Merit Systems Protection Board (MSPB). Employees in bargaining units whose negotiated grievance procedures specifically excludes grievances on RIF actions may appeal a RIF separation, demotion or furlough for more than 30 days to the Merit System Protection Board (MSPB). Employees in bargaining units whose agreement does not exclude RIF grievances have the option of filing an appeal with the MSPB or grieving the action through their negotiated grievance procedure. Information on negotiated grievance procedures for each bargaining unit is included in the collective bargaining agreement for that unit found at: <http://www.nawcwps.navy.mil/~hrd/supvypage/supvypage.html>.

The International Brotherhood of Police Officers (IBPO) at China Lake and the National Federation of Federal Employees (NFFE) at White Sands have not excluded RIF actions from their grievance procedures. Therefore, employees from either of these units who decide to appeal their RIF action have an option of filing a grievance through their negotiated grievance/arbitration procedure or filing an MSBP appeal. The employee may choose either process but not both. The initial filing is considered to be an election of process and is irrevocable.

The other bargaining units at NAWCWD (National Association of Government Employees (NAGE), International Association of Fire Fighters (IAFF), Indian Wells Valley Metal Trades Counsel (MTC)) have specifically excluded RIF actions from their negotiated grievance procedures. Accordingly, employees from these three bargaining units wanting to file an appeal of their RIF actions may only appeal to the MSPB.

### **Appealing to MSPB**

If you have been adversely impacted by a RIF, (i.e., separated, demoted or furloughed for more than 30 days) and have chosen to file an appeal with the MSPB, you are allowed 30 calendar days to file your appeal. The appeal must be filed with the MSPB during the period beginning with the day after the effective date of the action being appealed until no later than 30 calendar days after the effective date of the RIF. A request to extend the 30-day filing time (for an additional 30 or total of 60 days) may be approved if you have entered into a written agreement with the agency to attempt to resolve the matter through an Alternative Dispute Resolution (ADR) process. The Command's (ADR) Coordinator will draft the written agreement. It is suggested that you contact the ADR Coordinator, Ms. Mary Wedel at (805) 989-3304 for additional information on the Command's ADR program.

The MSPB will determine the filing date and timeliness of your appeal by the date that the appeal is postmarked or personally delivered to the MSPB regional office. Appeal forms may be obtained through your PMA. You may request a hearing before an Administrative Law Judge and written initial decision at the time you file your appeal. If either you or the agency disagrees with this decision, you (or the agency) may petition for

a full review by the MSPB full board. If no petition for review is filed, the initial decision will be final.

### **Allegations of Discrimination**

If you believe that your RIF action is the result of discrimination on the basis of your age, sex, race, color, religion, reprisal, national origin, physical or mental disability, you may file a mixed case appeal with the MSPB (as described above) or a mixed case EEO complaint. You may not however file both. By electing one you will forfeit your right to utilize the other process. If you choose to file an EEO complaint, you must contact the Human Resources Department, Equal Opportunity Division (Code 734000D/E), no later than 45 calendar days after the effective date of the action or incident that gave rise to the allegation of discrimination. The Command's ADR program is also available through the EEO complaint process. Additional information regarding mixed case complaints, mixed case appeals or the Command's ADR process can be obtained by contacting the Command EEO Counselors at (760) 939-0200 or (805) 989-3224.

If you have additional questions or need clarification about your appeal rights, filing an EEO complaint or the Command's ADR process you may obtain this information from your Personnel Management Advisor, phone numbers and addresses are listed under Key Points of Contact.

# **Benefits and Entitlements**

**Benefits and Entitlements**

Please note that the information provided in this document is general in nature. It is primarily intended for employees who will be facing separation during the RIF. However, the information may also apply to employees facing a downgrade or reassignment. If you have questions or need clarification about your benefits, please contact the HRSC-SW Benefits Division, telephone numbers, addresses, and web sites are listed under Key Points of Contact.

**Demo Employees - Pay Retention**

If you are placed in a lower-graded position as a result of RIF and are eligible, you will retain your current rate of basic pay. You will continue to receive pay retention until the rate of basic pay for the top step or increment of the position you are placed in reaches or exceeds your rate of pay. You will receive 50% of future comparability and merit pay increases, and 100% of locality pay increases.

**Non-Demo Employees – Grade and Pay Retention**

If you are who placed in a lower-graded position as a result of Reduction in Force (RIF) procedures, you may be entitled to retain the same grade for two years. Your retained grade is considered for most purposes (including pay and pay administration, retirement, life insurance, promotions, within-grade increases, and eligibility for training), but not for future RIF competition. For example, an employee holding a GS-12 position who is downgraded because of a RIF to a GS-9 position is still considered to be a GS-12 for most pay-related purposes during this two-year period; however, the employee would have to compete as a GS-9 in any subsequent RIF.

Grade and pay retention do not apply to employees holding temporary or term appointments at the time of the RIF. Also, if you are downgraded during a RIF you are eligible for grade retention only after having first completed at least 52 consecutive weeks at a higher grade than the position into which you are placed in RIF. An employee who is downgraded after receiving a specific RIF notice and taking a lower-graded position offered at management's initiative is eligible for grade retention on the same basis as an employee who is actually downgraded by a RIF action.

After grade retention expires, you are eligible for indefinite pay retention. If you are downgraded because of a RIF but you do not meet the 52-week eligibility for grade retention, you are also eligible for indefinite pay retention. You will continue to receive pay retention until the rate of basic pay for the top step of the position you are placed in reaches or exceeds your rate of pay. If your former rate of basic pay is greater than the maximum rate of the pay range, the former rate is continued as a "retained rate" (not to exceed 150% of the maximum rate for the grade in which you are placed). If you are in a Federal Wage System position, you are entitled to 50% of future comparability increases. If you are employed in a GS position, you are entitled to 50% of future comparability increases and 100 % of locality pay increases in addition to your retained rate.

**Loss of Eligibility for Grade and Pay Retention**

You will lose eligibility for grade and pay retention if any of the following conditions occur:

- a. Break in service of one workday or more.
- b. Demoted for personal cause
- c. You request a change to lower grade.
- d. You decline a reasonable offer (a position at a grade equal to, or higher than your retained rate or grade).
- e. You are placed in a position at a grade which is equal to, or higher than your retained rate or grade.

## **Health Insurance Coverage**

If you are involuntarily separated by reduction in force, and are covered at the time of separation, you have the option to temporarily continue your health coverage for up to 18 months after your coverage expires. You will be responsible for paying only the employee portion of the premium and DOD will pay the government share plus a 2% administrative fee.

If you retire on an immediate annuity, you may continue your enrollment in the Federal Employees Health Benefits Program (FEHB) if you have been continuously enrolled or covered as a family member for the 5 years of service immediately preceding your retirement date or for all service since the first opportunity to enroll. After retirement, the Government continues to pay the same contribution that is paid for current employees.

NOTE: The Office of Personnel Management (OPM) has granted a waiver to the five-year enrollment requirement. This waiver covers any type of immediate retirement. Immediate retirement is defined as optional, voluntary early, discontinued service, and MRA+10. The waiver applies as long as you were enrolled in the FEHB program on, and continuously after, 30 October 2000, and meet the specified eligibility requirements. This waiver allows you, as a displaced employee, to continue coverage into retirement without having met the five-year FEHB eligibility requirement.

## **Life Insurance Coverage**

Your life insurance coverage will continue as follows:

- a. Separated employees are covered free by FEGLI for 31 days after separation. If you are separated from the Federal government and not eligible for an immediate retirement annuity, you may convert all or part of your life insurance to an individual policy without having to take a medical examination. You will be responsible for paying the entire premium of the conversion policy.
- b. If you retire on an immediate annuity, you are eligible to continue your life insurance coverage if you have been insured for the basic coverage during the entire period the coverage was available or for the last five years of service immediately preceding your date. Information will be sent to you by the HRSC-SW at the time of separation.

**Thrift Savings Plan (TSP)**

A separating employee may elect to purchase an annuity, request one single payment or a series of equal payments, have funds rolled over to an Individual Retirement Plan (IRA) or leave the money in TSP until a later date. After separation, employees may not make contributions to TSP. However, interfund transfers are allowed after separation. If you have an outstanding loan through the TSP and you leave federal service, you must repay the loan in full, including interest on the outstanding balance. Delay in repaying your loan may affect the processing of your TSP withdrawal. If you do not repay the loan within the required time frame, the TSP will declare a taxable distribution. Information will be sent to you by the HRSC-SW at the time of separation. You can find more information on the Internet at <http://www.tsp.gov>.

**Lump Sum Payment for Annual Leave**

All civilian employees covered by annual leave laws are entitled to receive a lump sum payment for accrued annual leave when separated from the federal government. Your annual leave will transfer with you if you transfer to another Federal agency that has the same leave system as ours. If you return to Federal service at a later date, in certain cases, you may be required to pay back some of your annual leave upon reemployment.

**Credit for Sick Leave Balance**

Your sick leave balance is recredited to your account if you are reemployed in the same leave system in the Federal service. Your sick leave balance remains in your account if you transfer to another Federal agency. You cannot receive a lump sum payment for accumulated sick leave.

If you are covered by CSRS, and are eligible for a retirement annuity, your sick leave balance is converted to work days and added to your service time in order to extend your length of service. This is done after you have met the age and service requirements for discontinued service retirement.

## **Severance Pay**

### **Eligibility**

In order to receive severance pay, an employee must:

- a. be involuntarily separated, and
- b. have been continuously employed for at least 12 months (as of the effective date of separation).

Both full-time and part-time employees are eligible to receive severance pay. Employees on intermittent work schedules are not eligible.

Career and career conditional employees in both the competitive and excepted service are eligible for severance pay; temporary and term employees are not eligible.

Employees who are eligible to receive an immediate annuity at the time of separation are not eligible for severance pay. This includes those eligible for optional or early retirement and those who are receiving retired military pay (or disability benefits from the Department of Veterans Affairs that offset retired military pay). Note that the limitation here is on those who are eligible for an annuity; the employee does not have to actually apply for the annuity.

An employee may also resign and receive severance pay if the employee has received a specific written notice that he or she will be involuntarily separation by Reduction in Force and the notice is not canceled prior to the effective date of the resignation.

In general, military service is not creditable when computing severance pay (unless the employee has exercised restoration rights to civilian service after military duty).

Non-appropriated Fund (NAF) service is creditable for computation of severance pay.

Employees who are receiving workers compensation and are involuntarily separated do not receive severance pay. If injury compensation ceases, they receive severance pay for their entire period of entitlement.

### **Computation**

Severance pay consists of a basic allowance and an age adjustment allowance.

- a. The basic severance allowance is computed on the basis of one week's salary for each year of civilian service up to and including ten years and two week basic pay for each year of civilian service after 10 years.
- b. The age adjustment allowance is computed on the basis of 10% of the total basic allowance for each year of age above 40 at the time of separation.

c. In both of these computations, credit is given to full quarters of a year (i.e., three months).

Severance pay entitlement is computed including locality pay.

Severance pay is subject to taxes, Medicare deductions and to Social Security deductions, if the employee was subject to Social Security deductions at the time of separation. Severance pay is paid at regular bi-weekly intervals; the final payment may be a partial payment consisting of the balance of the employee's severance pay entitlement. **See enclosure (3), Severance Pay Estimation Worksheet, for estimating the amount of severance pay you may receive.**

### **Termination of Severance Pay**

There is a lifetime limitation on the amount of severance pay an employee can receive. This is one year's pay at the rate of pay earned immediately before separation. Therefore, if when an employee is eligible to receive severance pay for the second time in his or her career, the severance pay stops after the sum of the two periods reaches 52 weeks.

An employee is not eligible to receive severance pay if he or she declines a reasonable offer of employment. A reasonable offer is one that is in writing, in the same agency, within the employee's commuting area, of the same tenure and work schedule and not lower than two grade levels below the employee's current grade level without consideration of grade or pay retention. In movement between pay systems, the representative rate is used to compare grade levels.

Severance pay ends when the employee is re-employed by the Federal government on a full-time permanent basis. If the employee is re-employed on a temporary basis, payments are suspended but resume when the appointment expires, continuing until the employee is either re-employed with the Federal government or until the employee's severance pay fund is exhausted.

If an employee takes a job outside the Federal government, severance payments continue until the employee's severance pay fund is exhausted.

We will provide a severance pay estimate at the time that formal RIF counseling occurs. The exact amount of an employee's severance pay fund will be calculated just prior to the actual RIF separation date. If you have any questions about this information, contact your Personnel Management Advisor.

### **Unemployment Insurance**

The Department of Labor, through an agreement with State governments, administers the unemployment insurance program for Federal employees. The States determine eligibility for benefits as well as the amounts paid to separated employees. The unemployment insurance program provides a weekly income for a limited period of time to separated Federal civilian workers who are eligible for benefits. An employee who wishes to file a claim for benefits should go to the appropriate state employment service



office or unemployment insurance claims office to register for work and file a claim. The employee should take his or her social security card, official notice of separation or nonpay status (SF 50), and Notice To Federal Employee About Unemployment (SF8). Information will be sent to you by the HRSC-SW at the time of separation.

Additional information concerning unemployment insurance is available from the local office of the State employment service.

## Retirement

Federal employees first hired before January 1, 1984, who were eligible for retirement coverage, were covered by the Civil Service Retirement System (CSRS). Employees first hired on or after January 1, 1984, were automatically covered by the Federal Employees Retirement System (FERS). Some employees transferred from CSRS to FERS during an open season period. Hopefully everyone knows which system they are covered by, but, if not, any of your Notifications of Personnel Action (SF-50) will show this information in block 30.

### Other Retirement Considerations

Please note that any employee separated by reduction in force who is eligible for an immediate annuity (including early retirement) is not eligible for severance pay.

**Employee's may request a retirement estimate by completing enclosure (2) and returning it via mail or fax to the HRSC-SW Code 516**

Employees have the right to use annual leave to establish initial retirement eligibility, and/or to continue health benefits into retirement, during reduction in force and other restructuring situations. If you are scheduled for RIF separation you may use your accumulated annual leave to remain on the agency's rolls past the RIF effective date if doing so would allow you to reach your first retirement eligibility date. You must have enough annual leave to cover the period from the RIF effective date to the date you first meet the minimum age and service criteria for CSRS or FERS retirement (as applicable). You will be asked to make a written request for this temporary exception to your release date.

## Retirement Eligibility - CSRS

CSRS			
OPTIONAL		EARLY	
Age	Service	Age	Service
62	5 years	50*	20 years
60	20 years	Any*	25 years
55	30 years		

\*The annuity is reduced 1/6 of % for each full month (e.g., 2% for each year) the individual is under age 55.

### **Immediate/Optional Annuity**

An employee may apply for Optional Retirement at any time after meeting the age and length of service requirements. Such employee would receive an immediate annuity. An employee serving under CSRS must have served in a position covered by the appropriate retirement system for at least one of the last two years preceding the separation on which the retirement is based.

### **Early Retirement**

Like so many topics in the federal bureaucracy, this one tends to be somewhat complicated. One is considered voluntary (Early Retirement) and one involuntary (Discontinued Service Retirement). We will look at them separately but for the employee, in some cases, the involuntary action may create an earlier eligibility for state unemployment compensation. Please note there is no Voluntary Separation Incentive Pay (VSIP) that goes with these early retirements. However, two conditions must exist before an employee may elect Early Retirement, see Enclosure (3) for details. First, the employee must meet the conditions for age and length of service shown above. Second, some event must occur that allows the use of early retirement. As you may recall, when we have offered VSIP (Voluntary Separation Incentive Pay), we have combined that with VERA (Voluntary Early Retirement Authority). Our approved RIF also allows for the use of the early retirement option. However, a separation incentive (pay out) cannot be offered after RIF notices have been issued.

### **Discontinued Service Retirement**

You may retire at age 50 with 20 years of service or at any age with 25 years of service if you have received a separation notice. If you are under the Civil Service Retirement System (CSRS), your retirement annuity will be permanently reduced by 2% for each year that you are under age 55. If you transferred from CSRS to FERS, the CSRS portion of your annuity will be reduced by 2% per year for each year you are below age 55. Any employee who receives a formal RIF notice and meets the age and/or service requirement is automatically eligible for early retirement. Because of the RIF notice, this is considered an involuntary separation. Please note, however, that the employee must receive a formal RIF notice.

If you qualify for more than one type of retirement you are entitled to apply for the retirement option you prefer. The choice between an early retirement (voluntary) or a discontinued service retirement (involuntary) could make a difference in future retirement rights if you are reemployed as a retired employee.

- a. If the retirement is voluntary, pay on reemployment will be reduced by the amount of the annuity.

- b. If the retirement is for discontinued service after an involuntary separation, the annuity is terminated and the employee acquires a new retirement right if reemployment is not excluded from retirement coverage.

### Deferred Annuity

Under both CSRS and FERS, you will be eligible for a deferred annuity at age 62 if you have not taken a refund of retirement contributions, you have at least 5 years of creditable service and you were not eligible for an immediate annuity when you separated.

The disadvantages of a Deferred retirement, in addition to the age requirement, is that an employee's "high three" average salary is computed as of the date of separation and is not updated for inflation. Additionally, the employee loses health and life insurance coverage upon separation from federal service. Therefore, anyone separating from federal service should carefully examine his or her retirement options.

### CSRS Offset

When you retire, your CSRS annuity will be computed under the same rules that apply to other CSRS retirees. However, when you become eligible for Social Security benefits, (usually at age 62), your annuity will be reduced, or offset, by the value of the Social Security benefit you earned during your CSRS Offset service. In other words, instead of getting one check from the U.S. Office of Personnel Management (OPM) that reflects all your Federal service, some of the payment will come from the Social Security Administration (SSA) when you become eligible for a Social Security benefit. If you are not eligible for a Social Security benefit, there is no offset in your CSRS annuity.

### Retirement Eligibility - FERS

FERS			
OPTIONAL		EARLY	
Age	Service	Age	Service
62	5 years	50	20 years
60	20 years	Any	25 years
MRA	30 Year		
MRA	10 years *Reduced Benefit		

\* Reduced benefit means if you retire at the minimum retirement age with at least 10 but less than 30 years, your benefit will be reduced at the rate of 5/12's of 1% for each month (5% per year) you are under age 62.

To determine the FERS Minimum Retirement Age (MRA), refer to the table below:

<b>If Year of Birth is</b>	<b>The Minimum Retirement Age is</b>	<b>If Year of Birth is</b>	<b>The Minimum Retirement Age is</b>
Before 1948	55 years	1965	56 years and 2 months
1948	55 years and 2 months	1966	56 years and 4 months
1949	55 years and 4 months	1967	56 years and 6 months
1950	55 years and 6 months	1968	56 years and 8 months
1951	55 years and 8 months	1969	56 years and 10 months
1952	55 years and 10 months	1970 and after	57
1953-1964	56 years		

### **Immediate/Optional Annuity**

An employee may apply for Optional Retirement at any time after meeting the age and length of service requirements. Such employee would receive an immediate annuity. FERS employees who have at least ten years of creditable service may be eligible to retire with reduced benefits. This retirement option is known as MRA plus ten. An employee who retires under this option will have his/her annuity reduced 5% per year under age 62.

### **Early Retirement**

Like so many topics in the federal bureaucracy, this one tends to be somewhat complicated. One is considered voluntary (Early Retirement) and one involuntary (Discontinued Service Retirement). We will look at them separately but for the employee, in some cases, the involuntary action may create an earlier eligibility for state unemployment compensation. Please note there is no Voluntary Separation Incentive Pay (VSIP) that goes with these early retirements. However, two conditions must exist before an employee may elect Early Retirement. First, the employee must meet the conditions for age and length of service shown above. Second, some event must occur that allows the use of early retirement. As you may recall, when we have offered VSIP (Voluntary Separation Incentive Pay), we have combined that with VERA (Voluntary Early Retirement Authority). Our approved RIF also allows for the use of the early retirement option. However, a separation incentive (pay out) cannot be offered after RIF notices have been issued.

### **Discontinued Service Retirement**

You may retire at age 50 with 20 years of service or at any age with 25 years of service if you have received a separation notice. If you are under the Federal Employees

Retirement System (FERS), there is no reduction to your annuity. If you transferred from CSRS to FERS, the CSRS portion of your annuity will be reduced by 2% per year for each year you are below age 55. Any employee who receives a formal RIF notice and meets the age and/or service requirement is automatically eligible for early retirement. Because of the RIF notice, this is considered an involuntary separation. Please note, however, that the employee must receive a formal RIF notice.

If you qualify for more than one type of retirement you are entitled to apply for the retirement option you prefer. The choice between taking an early retirement (voluntary) or a discontinued service retirement (involuntary) could make a difference in future retirement rights if you are reemployed as a retired employee.

- a. If the retirement is voluntary, pay on reemployment will be reduced by the amount of the annuity.
- b. If the retirement is for discontinued service after an involuntary separation, the annuity is terminated and the employee acquires a new retirement right if reemployment is not excluded from retirement coverage.

### **Deferred Annuity**

Under both CSRS and FERS, you will be eligible for a deferred annuity at age 62 if you have not taken a refund of retirement contributions, you have at least 5 years of creditable service and you were not eligible for an immediate annuity when you separated. FERS employees may, under certain conditions, be eligible for a deferred annuity before age 62.

For FERS employees, a deferred retirement can start upon reaching one of the following ages

Age	Years of Service
62	5 years
60	20 years
MRA	30 year
MRA	10 * Reduced Benefit

The disadvantages of a Deferred retirement, in addition to the age requirement, is that an employee's "high three" average salary is computed as of the date of separation and is not updated for inflation. Additionally, the employee loses health and life insurance coverage upon separation from federal service. Therefore, anyone separating from federal service should carefully examine his or her retirement options.

### **Reimbursement of Retirement Contributions**

You may receive a refund of retirement deductions under both the Civil Service Retirement System (CSRS) and the Federal Employees Retirement Systems (FERS). You can receive a refund at any time after you separate as long as you are not eligible to receive an annuity within 31 days of filing your refund application.

If you are separated from Federal employment before completing a minimum of five years of creditable civilian service, you are not eligible to receive annuity benefits under both CSRS and FERS.

Employees who later return to CSRS coverage may recapture this service if they repay the withdrawn amount plus interest. There is no provision in the law, which permits an individual who is later re-employed to make a redeposit of FERS contributions that have been refunded.

# **Civilian Employee Assistance Program**

## Civilian Employee Assistance Program at NAWCWD

During this RIF Notification period, CEAP group support meetings have been scheduled at the China Lake. You may choose to utilize individual-counseling sessions as well. The number of self-referral visits authorized for employees impacted by the RIF will be increased. Most people find the combination of group support and individual counseling sessions to be the most beneficial. The personal time helps them focus on the specifics in their own lives, while the group work helps them through the process and gives them the opportunity to work with and help others experiencing similar issues.

China Lake CEAP 939-2480 Dennis Burum	Point Mugu CEAP 989-8161 Diane Jolley
CEAP Administrator: Betty Miller - 939-0880	Point Mugu POC: Nancy Stock - 989-3225

White Sands CEAP Assistance: 678-1957
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The Civilian Employee Assistance Program (CEAP) covers problems such as personal, emotional, behavioral, alcohol and drug abuse, financial, marital, family, and legal problems. It does not cover issues concerning equal employment, upward mobility, and grievances. The program provides problem identification and preventive counseling and referral for treatment, rehabilitation, or other assistance.

### Management Referral

A management referral occurs when an employee's supervisor refers the employee to the CEAP due to personal problems or issues that are directly impacting the employee's performance or conduct on the job. A management referral is designed so that the supervisor can consult with the employee's counselor regarding the employee's progress and can obtain the best methods of assisting the employee during the counseling period. However, in order for the supervisor and others with a need to know to have access to this information, the counselor must obtain the employee's signature on a release of information. The individuals listed on the release of information should include the supervisor(s) and the PMA (Personnel Management Advisors). This release of information does not mean that the counselor will impart intimate knowledge of the employee to the supervisor and PMA. The counselor only explains in general terms, what the problem is (such as diagnosis/prognosis), how it is affecting the employee, and suggestions for how the manager might work with the employee to resolve the issues and/or improve the conduct/performance. Failure of the employee to sign the release will result in the cancellation of the management referral.

A management referral consists of an initial meeting of the supervisor, counselor, and PMA. The employee then has four meetings with the counselor. The management referral ends with a final meeting with the supervisor, counselor, and PMA. Employees will be allowed time away from the job to participate in the counseling sessions.

Management referrals must use the counselors employed by the current contractor for the CEAP.



## **Self Referral:**

A self-referral occurs when an employee requests counseling for problems that he/she anticipates may impact his/her job conduct or performance. The supervisor does not need to know of the counseling request. Self-referral does not allow the supervisor to consult with the employee's counselor. Employees may use annual leave, sick leave, or leave without pay to attend counseling sessions during the working hours or sessions may be scheduled after work.

Employees may select any counselor from the CEAP Office's list of approved counselors for self-referrals. Two visits are authorized for a self-referral.

## **Other information**

No records or documentation of the counseling is part of the Official Personnel Folder (OPF). Confidentiality for employees who participate in the CEAP is preserved (both for a management or self-referral). Only the CEAP Administrator keeps records.

The four visits in a management referral (or the two visits for a self-referral) are free to the employee. An employee may have up to four free visits during a 12-month period. Employees may allow their immediate family (i.e. spouse and/or children) to utilize their referral.

# **Outplacement Assistance**

## **Outplacement Assistance**

The following programs and services are available to assist employees who are affected by a Reduction In Force (RIF).

### **DoD Priority Placement Program (PPP)**

Since 1965, DOD has operated a highly acclaimed and most effective outplacement program called the Priority Placement Program (PPP). This program came into existence under a former Secretary of DOD at a time when a significant number of bases were being closed. All Secretaries of DOD since have endorsed the PPP as an effective means to minimize the adverse impact on employees affected by RIF. PPP is the principal mechanism by which displaced, non-displaced overseas returnees and family members, and military spouses are placed at other DOD activities.

Through the PPP, the skills of a displaced employee are matched with vacant positions at other DOD activities where the employee is willing to work. Employees may register for up to five types of jobs. As DOD job opportunities are shrinking due to base closures and restructuring, employees should think seriously about where they might be willing to relocate to maintain DOD employment. Employees should take into consideration such things as medical needs of him/herself or family members that might preclude employment in certain locations. Geographic parameters are established in the PPP within which one can register, based on availability of jobs in a registering employee's skills. Registrants are, however, usually permitted to "opt out" of registering for high cost areas provided they do not already reside in a high cost area. This is very important because the area(s) for which registered must be broad enough to ensure an offer, yet in a location that would be acceptable if a job were offered. Employees are told at the time of registration that only one valid offer is authorized, so they must be careful to select only locations and skills that are acceptable to them. If the new job involves a move to another location, the costs of moving the employee and his/her household are born by the Government. If the new job is at a lower grade level, the employee's grade or pay is saved to the maximum extent permitted by law.

Initially, registration in the PPP is done immediately after an employee receives a formal RIF notice. Employees scheduled for separation normally remain in the PPP until they are placed, decline a valid offer, or for one year after date of separation, whichever occurs first.

The job match is accomplished through the Automated Stopper, a computerized referral system that is operated in Dayton, Ohio. Employees are referred for placement with a numeric priority (1 through 3) based on the severity of the employee's proposed personnel action. The assigned priority then dictates what type of recruitment actions are "stopped" when a match occurs at a recruiting activity. For example, an employee facing separation in a RIF is assigned Priority 1, while an employee scheduled for separation due to declination of a functional transfer outside the commuting area is assigned Priority 2. An employee with a RIF offer of a change to lower grade, one grade below the current grade held, is assigned Priority 3. When a Priority 1 or 2 displaced PPP registrant accepts

a PPP offer outside the commuting area; the civilian spouse may register as a Priority 3 registrant. Eligible spouses may be registered by their own servicing activity as a Priority 3 for DoD activities is the commuting area of their sponsor's new duty station provided the spouse:

- Is a DoD civilian employee in an appropriated fund position on a non-temporary appointment in the competitive or excepted service on the date of the sponsor's PCS to the new duty station.
- Resided in the same commuting area as the sponsor prior to the sponsor's move
- Is covered under the sponsors PCS orders; and,
- Furnishes the sponsor's PCS orders or written certification showing the sponsor's reporting date to the new duty location.

Registration may not begin earlier than 30 days prior to the sponsor's reporting date and the total registration period may not exceed one year.

When an employee matches the skill and grade of a vacant position, all recruiting action stops and the job is offered to the registrant. The offer is mandatory. The registrant must be well qualified for the job, including meeting any reasonable specialized factors or physical requirements as well as acceptable performance and conduct. Well Qualified is defined as, able to satisfactorily perform the duties of a position with orientation only and without extensive training.

Every effort is made to determine that employee conduct and performance are not in "question". This may require coordination with immediate supervisors, law enforcement officials and other investigative agencies. Offenses, which resulted in any formal disciplinary action being taken, may result in ineligibility for PPP registration. Assurances from supervisor(s) that future disciplinary actions appear to be unlikely are required in order to permit registration.

Job offers can come quickly. Employees can be registered, referred and have an offer within the same week. The speed with which the system operates can catch registrants unprepared to respond to offers. Registrants are expected to respond to offers normally within two days and to be available to begin the new job within two to four weeks of the job offer.

DOD's record in locating positions for its displaced employees through the years is outstanding and has been so recognized by Congress. DOD has outstanding support from Commanding Officers and managers since they understand the reason for the placements and know they are getting a fully qualified employee. Many civilian managers have been placed through the PPP and owe the continuity of their career to this program. Obviously they are strong supporters. In addition to substantial savings in retaining skilled people within DOD, millions of dollars are saved in severance pay and unemployment

compensation. For further information contact your PMA. See Key Points of Contact for phone numbers and addresses.

### **Relocation Entitlements - Permanent Change of Station (PCS)**

Generally, when your relocation is in the best interest of the government, relocation expenses are paid to move you from one duty station to another at a different geographical location. The Joint Travel Regulations (JTR), Volume II, governs employee relocation entitlement and benefits. Your Human Resources Office and Transportation Office will provide Permanent Change of Station (PCS) counseling.

Movements considered to be in the best interest of the government generally include those when you are:

- Offered and accompany a Transfer of Function (TOF)
- Issued a RIF notice and are being reassigned or transferred within the Department prior to your separation.
- Faced with involuntary separation and have obtained employment in accordance with the DoD PPP Operations Manual.
- Separated by RIF or after declining a TOF and are permanently (non-temporary) reemployed within one year of separation at a duty station in another commuting area.
- Under retained grade and when the Component has authorized registration and placement in a different commuting area.

Relocation expenses usually reimbursed include:

- Transportation, packing, crating, and temporary storage of household goods and personal effects up to 18,000 pounds
- Per diem and transportation for you and your spouse when seeking permanent housing at the new duty location. This process is otherwise called a house-hunting trip (HHT) and its use is limited travel within the United States. HHT includes transportation for one round trip for you and your spouse.
- Temporary Quarters Subsistence Expense (TQSE) for up to 60 days when warranted. This may be extended an additional 60 days based on exceptional circumstances. In the event an HHT is authorized and used, TQSE will be reduced by the number of days taken for HHT. It should be noted that TQSE is not normally extended beyond the initial period when HHT is used.

- Payment of specified expenses may be authorized when you sell a residence or settle an unexpired lease at the old duty station and/or, when you buy a residence at the new duty location.
- Payment of miscellaneous moving expenses of up to two weeks pay or \$700 if you are married, and one-week pay or \$350 if you are single (whichever is less in both cases).
- Permanent storage of household goods and personal effects when your assignment is to an isolated area where living quarters are not available. Total amount of household goods storage and transportation cannot exceed 18,000 pounds.

### **DoD Reemployment Priority List (RPL)**

Career/career-conditional employees in the competitive service who have RIF notices for separation are placed on the RPL for priority consideration over certain outside applicants for DoD vacancies within the commuting area. Employees may register upon receipt of a RIF separation notice but no later than 30 days after separation. Career employees remain registered for 2 years, career-conditional employees for 1 year unless they request deletion from the list; accept full-time, permanent Federal employment in the competitive service; or decline full-time, permanent employment in the competitive service. Employees may be registered for all positions and grade levels for which they qualify. For further information contact your PMA. See Key Points of Contact for phone numbers and addresses.

### **Interagency Career Transition Assistance Plan (ICTAP)**

This program replaces the Interagency Placement Program and changes the manner in which displaced Federal workers receive priority consideration for employment in other agencies. Through the ICTAP, displaced employees target specific positions in which they are interested in the local commuting area, apply directly to agencies for the jobs attaching proof of eligibility such as a RIF separation notice, and, when determined to be well qualified by the agency, exercise special priority selection. After internal candidates are considered (i.e. PPP, RPL), the agency must select you over any other candidate from outside the agency who is not eligible for priority selection. This program is based on a new “employee empowerment” concept; and applies to vacant positions lasting 121 days or more which are at or below the grade level of the position from which an employee is being separation. For further information contact your PMA. See Key Points of Contact for phone numbers and addresses.

### **Repromotion List**

Agencies are required to provide, through their internal placement plans, that employees who are downgraded due to a RIF receive priority consideration for promotion to positions up to their former grade level. For further information contact your PMA. See Key Points of Contact for phone numbers and addresses.

### **DoD Defense Outplacement Referral System (DORS)**

DORS provides automated referral for jobs in other DoD installations, non-DoD Federal agencies, private industry, and state and local governments. The system electronically provides to registered employers the resumes of individuals who meet their skill requirements. While all current civilian DoD civil service employees and their spouses may register in DORS, registration through DORS is strictly voluntary. You may register at any time for up to five skills and for anywhere in the United States and/or Puerto Rico where you are willing to accept employment. To register in DORS, visit the Family Services Center. Please see [Key Points of Contact](#) for numbers and addresses.

### **California Employment Development Department (EDD)**

This state of California department provides unemployment insurance benefit for unemployed workers, disability insurance benefits, and job placement assistance for employers and job seekers. Please see [Key Points of Contact](#) for numbers and addresses.

### **Family Service Center (FSC)**

Provides federal job search expertise and job search resources. Computers and software for developing resumes are provided, as well as job bulletin boards, videos, books, pamphlets, and career counseling. Please see [Key Points of Contact](#) for numbers and addresses.

### **Civilian Employee Assistance Program (CEAP)**

Provides confidential counseling and referral to community resources for financial, marital, family, personal, legal, and drug/alcohol problems. Please see [Key Points of Contact](#) for numbers and addresses.

### **Community College Career Centers**

Local community colleges staff career and vocational counselors to assist their students in the selections of a course of study and an occupation. Please see [Key Points of Contact](#) for numbers and addresses.

### **Consumer Credit Counseling**

Advice, counseling, and education on personal budget preparation, understanding your credit report, debt repayment plans and sound financial planning. Please see [Key Points of Contact](#) for numbers and addresses.

### **Personnel Management Advisors/Assistants (PMA)**

The NAWCWD Human Resources professional serves as a source of personnel information for the employee and supervisor. PMA teams are designated to service specific organizations. Please see [Key Points of Contact](#) for numbers and addresses.

# **Commonly Asked Questions**



## COMMONLY ASKED QUESTIONS:

- Q: My boss just told me that my job is being abolished. Should I take a VSIP/VERA or just wait until I get RIF'd and get my severance pay?
- A: What you do will depend on your own personal circumstances, decision and choices. Here is some information to help you in deciding. First, just because your position is being abolished, doesn't necessarily mean that you would be separated. Once a RIF is processed, you will have the opportunity to bump and retreat into other positions.
- If, however, you are separated through a RIF, and you are not immediately eligible for either an early or regular retirement; you will be entitled to severance pay and for registration in the Priority Placement Program. If you were eligible for a retirement (either early or optional) you would not be eligible for severance pay, although you would be eligible to receive an annuity. If that is the case, or if you are a retired military member (who is also ineligible for severance pay), it may behoove you to take a VSIP/VERA so that you would receive a separation incentive.
- Q: How much severance pay do I get?
- A: Severance pay is based on an employee's length of service and age. Employees receive **ONE** week of pay for every year of service up to and including 10 years and **TWO** weeks of pay for every year of service over 10 years and **10%** of basic salary for each year the employee is over the age of 40. See worksheet in the ENCLOSURES chapter at the end of this guide.
- Q: I'm being RIF'd from a WG-11, step 3 to a WG-5 job. Will I lose money?
- A: So long as you have held the WG-11 level for 52 consecutive weeks, you will be entitled to grade retention for a period of two years. This means that for all intents and purposes, you will still be a WG-11, step 3. If you are entitled to a within-grade increase during those two years, you will receive it. After the grade retention has expired, you are entitled to pay retention. This means that you are entitled to your current rate of pay, or 150% of the top step of the grade to which you have been assigned, whichever is less.
- Q: My boss told me that my job wasn't abolished, but I'm getting RIF'd anyway. How did that happen?
- A: Someone else whose position was either abolished, or who was bumped, or retreated upon, had rights to your position, and therefore, even if your position was not abolished, you could be affected.

- Q: I'm being RIF'd and losing my job. I have a TSP loan. Can I keep making payments? What happens to my loan?
- A: The terms of your loan include a requirement that you repay the loan in full, including interest, when you leave government service. After you leave the Government, you will be sent a notice with instructions to repay your loan. If the TSP Service Office does not receive your repayment in full within 90 days of the date on the notice to repay, a taxable distribution of the unpaid loan principal (and any unpaid interest) will be declared.
- Q: If a person – on the RIF list – displaces another person and fails to perform under pass/fail rules in the 90-day probationary period, what happens?
- A: There is no “probationary” period for RIF placement. Once an employee has been assigned a position in the RIF process and the action is effected, they are permanently assigned to the gaining organization and position. If they are unable or unwilling to perform the new position, all of the same systems and tools are available as are for any other employee in this situation. The employee may be removed for cause, either performance or discipline. If another position can be found, they can be reassigned either within the current organization or to another organization. There is no other RIF process to deal with the situation you describe. We of course hope such situations are rare and that placements are made in such a way as to minimize problems and disruption. The RIF system is quite mechanical and is designed to assure employees of as fair and equitable a treatment as is possible given qualification and retention criteria.
- Q: Do I have to accept a job offer, or can I just get my severance pay?
- A: Severance pay ends when the employee is re-employed by the Federal government on a full-time permanent basis. If the employee is re-employed on a temporary basis, payments are suspended but resume when the appointment expires, continuing until the employee is either re-employed with the Federal government or until the employee's severance pay fund is exhausted.
- Q: If I get severance pay, and then go to work for a contractor, does my severance pay stop?
- A: Accepting a job with a contractor, or any other non-Federal employer, will not affect your severance pay.
- Q: I'm retired military. If I'm RIF'd, do I get severance pay.
- A: Unfortunately, you would not be eligible for severance pay; however, if you chose to apply for VSIP/VERA, you would be entitled to a separation incentive.

Q: Is everyone with military service considered a veteran or just those who have served during a war?

A: There are a number of factors that determine who is eligible for veteran's preference including whether or not someone served during a recognized campaign or conflict, whether they retired from the military and under what circumstances, and a number of other factors. If you believe you are entitled to veteran's preference and are not shown as a veteran, you should contact your PMA.

Q: Is save pay for a person changed to a lower grade for two years or forever?

A: Pay retention is "indefinite". Anyone on pay retention receives half the value of any increments paid and half of the annual cost of living adjustment until such time as your actual salary is included in the salary for your current level.

# **Job Search Tools**

## **JOB SEARCH TOOLS:**

### **How To Begin A New Job Search**

#### **Questions to ask yourself before you embark on a new job search?**

Every person has certain goals that are important to him/her when searching for a new job. A good start to a job search is to write out a list of priorities for yourself...include what is important to you in a job. To follow is a list of questions to ask yourself. Try to list them in order of importance to you:

- Am I seriously or casually pursuing a job at this time?
- What job responsibilities/titles am I most interested in?
- Do I see myself growing in this organization; does this organization offer such growth?
- How far am I willing to commute every day?
- What size of company am I most interested in?
- What benefits are most important to me?
- What corporate culture am I seeking?
- What company products/services or industry most interests me?
- Am I willing to relocate to another city, state?
- What types of people do I enjoy working with?
- What salary expectations do I have?

If you are a displaced worker due to a Reduction In Force (RIF), you undoubtedly feel a bit down in the dumps at first. Depression is understandable under the circumstances. Try not to take the RIF as a personal assault on your efforts or performance. The Government has found that they have hired people into positions that are no longer necessary, especially when products and services are being eliminated, mergers and acquisitions are prevalent and budgets are tighter. Get a letter from the Human Resources Department that states that you were displaced as a result of a RIF. This letter will allow you to use the services of a number of different agencies. In order to maintain optimism; begin to look for a job as soon as you receive your RIF notice.

Searching for a new job is a process of networking and is one of the first orders of business. You will need to make a list of friends, former co-workers, and acquaintances to call. Tell them about your experience and that you are in the market for a job. Offer to forward your resume to them for referral to their companies or their friends. Next, you will want to contact a few recruitment firms that specialize in your field. The Family Service Center offers a list of full time and temporary employment agencies and mentions their specialization, and is available to you once you have received an official RIF notice. Avoid any agency that tries to get you to pay a fee. Most agencies are paid by the employers. Also, many agencies provide you with resume writing, interview tips, leads and the use of an office, telephone, fax, and copy machine.

Did you know that over 80% of jobs are unpublished? Your networking is very important in uncovering these jobs. If a company looks interesting but does not post a position that meets your needs, contact them and/or forward them your resume anyway. Make it a point to follow up immediately and/or in the future.

The second order of business is to take a job inventory for yourself. The questions listed above can help you define what you really desire in a job. Even if you are unemployed, it is important that you try to focus on finding a job that satisfies some personal requirements. After you have answered this list of questions, you will want to write a resume. Your resume should focus on your experience and goals. The Family Service Center has some resume information that will help you format a resume. There are also books available in the local libraries to help you. Additionally, you'll find resume help on the Internet along with information on how to post it to a variety of different sites.

Next, keep a notebook with all job search information in it including any networking names and numbers, recruiters, dates you gave people your resume and dates for a follow-up, as well as copies of all newspaper ads you respond to. You will want to look at every available source of employment advertising including newspaper ads, going to job fairs, researching jobs on the Internet and getting copies of literature or cards on any company where you leave your resume. Keeping track of your efforts and being organized will aid you in your search. You need to follow up on any and all leads. Make an effort to be persistent and patient. Keep good notes on all contacts. Consider your job search a project that you need to complete successfully.

There are a number of resources to help you prepare for that all-important interview. You can find information at your local Family Service Center, the library, or on the Internet. There are a number of books that will provide you with information to help you to prepare for an interview. It is important to go prepared, so make your strategy an important part of your job search. Look at the weaknesses you possibly have and be prepared to confront these issues. Don't waste time feeling bad about your weaknesses, prepare to overcome them. Concentrate on winning. Keep in mind that the higher your position title and salary, the longer it will probably take to find employment. You may have to take the job you can get, until you can get the job you want. Don't give up!!!

How to determine whether to accept a job offer or compare multiple job offers.

The questions above can also be used to determine whether a job is the right job for you. A number of sources recommend using the old routine where you draw out a "T" shape on a piece of paper and put positives "+" on one side and negatives "-" on the other. Fill it out using the above questions and any others you have considered for yourself (think in terms of order of importance). Keep in mind that the "go with your gut" approach only goes so far and that the facts need to be considered as well. Often your gut is upset by the thought of any major life change and resigning from your current job and beginning a new job is definitely a major adjustment.

Do not allow any company to pressure you into making an overnight decision on whether or not to accept a job offer. First, request the offer in writing. Express your enthusiasm regarding their opportunity and that you are seriously considering it. Also let them know that you need at least one week to consider their offer. Unless of course you have been presented an offer you are absolutely sure about and want to start ASAP. If this is the case, then by all means sign up and start.

If you receive multiple job offers, you can draw out the "T" on both and see which job comes out ahead. Again, consider your own order of priority. Think about how you felt when you were in each interview, and how you felt when you left each interview. Usually you know which position you believe is best for you. Another approach is to imagine that you've already made your decision (accepting a position). Do you feel relieved or distraught?

### **What Do Employers Look For In An Employee?**

The selection criteria used by employers will vary according to the needs of the organization and the nature of the job opening. In this evaluation process, experience and personal qualities are every bit as important as academic preparation - sometimes even more so.

As employers interview job applicants, they are looking for evidence that a candidate can perform the tasks of the position and can be groomed to assume greater responsibilities within the organization. Qualities employers try to evaluate during the interview include:

- Self-concept: Self confidence, goal setting, realistic assessment of strengths
- Mature behavior and judgment;
- Communication skills: Good oral and written communication skills, including the ability to interact with others.
- Leadership potential: Often demonstrated by volunteer work in the community and/or on the job (i.e. project coordinator, teacher, director, supervisor)
- Personality: Enthusiasm, poise, cheerfulness, flexibility, sense of humor
- Patterns of accomplishment
- Problem solving and analytical ability
- Interest in/and has up-to-date knowledge of career field
- Work ethic: Acceptance of responsibility, ability to keep commitments
- Appearance: Dress, grooming, manners, posture

## **Job Fairs - How to Make Them Work For You**

Most of us know what a Job Fair is, but (1) Do Job Fairs really lead to jobs? and (2) How do I make Job Fairs work for me?

The answer to the first question is a resounding "Yes." Although the "ultimate success" of a Job Fair is difficult to track, a number of people are hired as a result of attending Job Fairs. That number could range from 2 to 200, or even more, based on the types of vacancies offered by the vendors and skills matches of the participants.

Now, how do you make Job Fairs work for you? Many people do themselves a great disservice by not preparing in advance; "I'll just go and check it out." If that's how you prepare, your results will be the same. You will have checked it out but nothing will come of it. Here's what you should do:

- Prepare an OF-612 or resume for federal employment and a general resume for jobs in private industry.
- Review the vendor list and take a sufficient number of applications/resumes to the fair to leave with each place of interest.
- When possible, dress as though you are going on an interview. It is not uncommon for a vendor to conduct interviews on the spot. If the Job Fair is on base, vendors understand that you are in your work clothes. If you attend a fair off base on your own time, the way you dress may make a difference.
- Do not chitchat with every vendor. If you are not interested in that type of work, pass that booth by and visit only those vendors of interest. This is especially important when you are attending a fair on base and time is of the essence.

Sponsors of the Job Fairs screen the vendors and only invite those who have immediate or anticipated vacancies. This results in a smaller number of vendors but you can be assured that if they are at the fair, they are willing to talk to you about a job.



## **HUMAN RESOURCES SERVICE CENTER, SOUTHWEST RESUME PREPARATION TIPS**

[Click here](#) to go to the STAIRS Page. On that page you will see a selection for the Applicant Kit. Follow instructions for downloading this document. It contains the Resume Preparation Form.

## **Interview Tips**

### **Preparing for an interview:**

Look like a Winner!!! Whether the company you are applying for deals in advertising or computer technology, your appearance has a tremendous influence on the success of the interview. Always dress professionally for an interview, no matter what your day-to-day attire on the job might be. Pay attention to details and look your best. Dress accordingly. Wear your best positive attitude.

- Be neat, with clean hair and nails. Women should keep any make-up on the quiet side, with no heavy distracting perfumes (and the same goes for men and colognes).
- Both men and women should dress appropriately for the type of work they are seeking. Nothing too flashy -- after all, it's an interview you're going to, not a party

When you are sure of your appearance, you have one less thing to worry about -- and one more thing on your side

Research the company where you are going to interview in advance. You can call into most company's marketing departments and have a package left in the lobby or sent to you, or go to the local library and look up information on that company. Better yet, find out if they have a Web site and explore it! Learn as much as you can about the organization's history and background: what it does, services and/or products, where its branches are, what its future prospects are. Read the organization's brochure and annual report. If you can't learn about the organization, at least know something about the industry.

Try to find out approximately how long the interview will last in advance and make an effort not to schedule any other events around your interview. In general, the longer the interview, the better the interview, so having to cut the interview short is never to your advantage.

Get directions to the interview ahead of time and be sure to write down the company phone number, address, interviewers name and any other names of people you may interview with.

Be on time for your interview! That means give yourself time to get lost or caught in traffic.

Bring multiple copies of your resume to your interview along with any appropriate representations of your work (i.e. a portfolio, code you've written, projects you've done, educational certificates). References should always be brought along typed up in a professional format in case a company asks you for them. Have three references listed on a separate piece of paper, which should fit with your previously submitted resume: the style, type font, paper color, etc. List reference name, mailing address, telephone number. If they are business references, list person's title and company name.

Bring a pen/notebook in case taking notes becomes appropriate. Before an interview think about all aspects of your employment history including responsibilities, your performance, goals and your personal qualities. Stress the positives not the negatives about yourself. **BE READY TO SELL YOURSELF!**

Make an effort to review this information and generally rehearse your answers to these questions in order to prepare yourself for an interview. In this competitive market, winging it seldom goes over very successfully.

During an interview:

#### Shake Hands and Remember Names

- When you walk in, greet the interviewer by name, shake hands firmly and look her or him in the eye. Thank the person for seeing you.
- Don't sit until the interviewer does, and don't even think about smoking. Gum, of course, is forbidden.
- Good posture is tremendously important. If you are wearing a jacket, unbutton it - it shows you are at ease. Don't cross your legs, sit with both feet on the floor.
- Always offer a firm handshake and stand up to shake a person's hand if you are sitting down during an introduction.
- Try to make a mental note of each person's first name you interview with. Collect a business card from each person you talk to.

Be prepared to talk about everything on your resume. In other words, know your resume! Resumes should be a true reflection of your experience and knowledge.

In general, a good interview is a 50/50 exchange of information, both parties talking about half of the time. Don't talk too much or too little. Don't be afraid to take some time to formulate answers to questions. If in doubt about a question, ask for clarification

It's natural to be nervous. You can even tell your interviewer that you are nervous. Having done so, then do your best to appear calm. Don't fidget with a pencil or mumble into your hand. Talking to the floor or ceiling doesn't get you any marks either. (The more interviews you have, the better you'll be at coping with your anxiety).

Talk positively about yourself and past employers. And most important, don't be afraid to sell yourself.

A healthy approach to an interview is to go in ready to give the interviewer valuable information about yourself and also strive to gain valuable information about the job responsibilities, desired qualifications, company and people. In order to accomplish this

goal, try to find out details about what the employer wants in an employee in the beginning of the interview. This goal is not always an easy one because often employers ask the general "tell me about yourself" question right away. It is always important to answer the employers questions, so answer the question by summarizing your background in a concise and informative fashion and turn the question back to him/her by saying something like "I understand that you're looking for a XXXXX (name position title) with XXXXX (name some particular qualification you are aware of) experience. Can you tell me more about it?" The idea here is to get the employer to provide you with the particulars of who and what they are looking for so that you can sell the correct parts of your background and fulfill their needs. Often the information you have about a job is limited when you go into an interview, or the qualifications have changed since the employer ran an ad or interviewed a few people.

A question you can always count on being asked is, Why do you want to leave your current company or why did you leave your last company?

NEVER TALK NEGATIVELY ABOUT ANY COMPANY, MANAGER OR DWELL ON THIS QUESTION. (If asked) The best answers are short and general; the company is undergoing a reorganization, has a questionable future or has recently downsized are, the most common types of reasons people look for employment these days.

Always expect to talk about your job responsibilities; What are your current responsibilities? or What do you do on a day-to-day basis on your job?

Be prepared to summarize your responsibilities and try to focus on talking about aspects of your current or past job that relate to the job you are interviewing for.

Sometimes interviewers still ask the old question -- What are your strengths?, of course followed by What are your weaknesses?

For strengths concentrate on qualities and experience you have that will help you do this particular job.

For weaknesses, be careful, definitely do not point out any weaknesses that might affect your ability to do this job. Try to focus on a negative that can be viewed as a positive (e.g. I sometimes find it hard to say no when someone needs help, I tend to find it hard to break away from a project, I spend more time at the office then I do at home.)

Try to talk about your goals and accomplishments. Managers like to hear that you are completion-oriented and are proud of your work. Try to think about examples of projects that you have completed in the past, and you can mention in an interview.

If you are asked a question you do not know the answer to (technical or otherwise) -- DO NOT TRY TO FAKE AN ANSWER. In other words, be honest and admit you do not know the answer and try to concentrate on making an impression by expressing your ability to be resourceful and talk about how you would go about finding the answer to

that question or how in the past when you did not know the answer to a problem you found out the answer.

Many employers ask questions that focus on your personal qualities:

- Describe yourself in three words?
- How would your boss describe you?
- How would your peers describe you?

Obviously you want to make an effort to think about these questions in advance because they can be difficult to answer.

You want to stress positive qualities that paint a bright picture of you on the job.

A successful interview usually means a person did a good job at selling him/herself. The following questions require selling yourself in a summarized fashion:

- What do you bring to this job?
- Why do you think this is a good job for you?

In answering these questions think specifically about this particular job, the responsibilities and the experience required to do it. Try to talk about experience you have that is required to do this job as well as personal qualities and goals you have that will allow you to be successful in this job.

At some point someone is bound to quiz you on your knowledge of his or her company:

- Why do you want to work for this company?

As recommended previously, be sure you have information about a company where you interview before you arrive and gain more information about team, culture, training, expectations and future of a company by asking questions of interviewers and being observant during your interview. Here are some questions you can ask that will help you uncover this data:

- How many people will you be working with daily, what departments are they from, how close in proximity are they?
- Does the company offer new employees training or is it a self help environment?
- What will be expected from you in your first three months on the job?
- What is the future of the department you are interviewing for, is it growing?

- What general employee benefits does the company offer?
- What are the company's revenue/growth targets? (over next year, five years)

Hopefully you will have done your homework on the company ahead of time and subsequently will come up with some questions you are burning to know the answers to.

Questions will generally arise about your ability to handle and enjoy challenges:

- Tell me about a challenge you've faced on your current job.
- Tell me about one of the biggest challenges you've faced in your life.
- Tell me about your toughest assignment, or customer, or experience on the job.
- Tell me about your most successful assignment, or customer, or experience on the job.

GOALS will inevitably be brought up during an interview. Be prepared to tackle short and long term goals. Be very careful when answering goal questions. Try not to appear more excited about the future than you are about the job you are interviewing for. It is also important that you do not express that you expect to move up too quickly in a company or expect to go to a department that does not exist within a company.

SALARY is a tough subject for many interviewers. Usually you will be asked one or both of the following questions:

- How much are you currently making?
- How much are you looking for?

The best approach is open and honest. Always state your current salary and express that you are open to any reasonable offers. It is not recommended that you state what you are looking for in terms of salary, as possibly the company was considering offering you more but probably will not if you state a lesser number. If you really feel that you are significantly underpaid compared to others in your profession with similar qualifications, it is worth a mention when you state your salary but do not dwell on salary or overstate its importance. Contrary to popular belief, many companies address salary issues on the first interview.

If you are technical be prepared to answer technical questions and draw diagrams or solve problems during an interview. Again, the "know your resume" issue comes into play as generally managers will assume you know the technical specifics mentioned on your resume.

## **Ending an interview:**

**SHOW ENTHUSIASM IF YOU WANT THE JOB!** Managers want to hire a person who really wants the job. Managers also want to hire someone they believe can do the job.

Reiterate your interest in the position. Say something like "I believe I am qualified for your position and I am interested in working for you and this company." If the interviewer doesn't indicate, ask when you may expect a decision.

Do you have any concerns about me, any questions about my ability to do this job? This is a very important question to address with each person you interview with. Interviewing is a selling situation and in order to close a sale (in this case getting another interview or a job offer) you must be sure that no person you interview with gives you a "no" vote. If you ask each person if they have any concerns about you it gives you the chance to clear up any negatives or possible negative assumptions they've associated with you in the 30 to 60 minutes they've spent with you. If you do not push for the concerns, the likelihood that the interviewer will volunteer the information is not there. When and if any concerns are given about your ability to do the job, it is your chance to convince the interviewer the concern is unfounded and that they should recommend you for the job. If you let an interviewer walk away with a concern and never get to address the subject with him/her, your chances of continuing to interview, or getting an offer is slim.

Always ask "What is the next step"?, try to approach the question and get information about where you stand, how many people have been interviewed, how urgent is the position and how far along the search has come. Ask if there is any further information the interviewer would like or if there are additional steps you should take (e.g., fill out applications, take special tests).

It is not wise to end an interview abruptly because it is not what you expected or are interested in. End it gracefully. Remember that most companies have other departments and positions they are hiring for and a positive, professional impression may encourage a manager to pass your resume to another group even if you are not right for his/her job.

Thank the interviewer for her or his time.

Be sure to note the interviewer's name and business address.

## **Following up on an interview:**

Always follow-up on any interview you attend by writing, faxing or e-mailing a thank-you letter to the hiring manager you interviewed with. Try to send it off within 24 hours of the interview. The letter should express your interest in and ability to do the job, address any concerns that may have been expressed by the manager, and of course thank them for their time and effort. Be sure that you have the correct spelling of the manager's

name and address of company - one reason why getting a copy of a business card from every person you interview with is a good idea.

Assess your performance and try to think of ways to improve upon your responses to questions that you were not prepared for. If you do not get another interview from a company, try to find out why by asking. This information may be able to help you not to repeat mistakes or understand how to better position yourself for future interviews.

Prepare yourself to answer all of the questions listed here and you will most likely feel comfortable in an interview, which is a good start. However, there are always issues like your experience versus what the company is looking for, general personal chemistry, and whether they fill the job with an internal candidate. All you can do is go out and give it your very best effort.

**GOOD LUCK!**

If the employer does not contact you within three weeks of an interview, then you should contact the employer to inquire about your status.

### **Quick Summary During The Interview**

- First Five Minutes are Vital
- Look Good
- Give a Strong Handshake
- SMILE
- Make Eye Contact
- Stay on Track
- Talk Positively
- Answer Their Questions
- Ask Your Questions
- Listen Very Carefully
- Ask What Happens Next

### **After The Interview**

- Don't Forget to Send a Thank You Letter!

### **Common Interview Mistakes**

- Lack of proper preparation - Failure to gather information on the company and job before the interview makes a very poor impression on recruiters; it suggests that you really are not that interested in the position.



- Inappropriate personal appearance - Consider the nature of the position sought and dress accordingly. When in doubt, dress somewhat more formally than you think would be expected for the job. Be conservative and be detail-oriented (polished shoes, neat hair, non-overpowering cologne or perfume, etc.) First impressions are very important.
- Poor non-verbal communication - In addition to what you are saying, your non-verbal behavior is very important in an interview. Are you making eye contact? Are you listening intently when the interviewer is speaking? Are you giving a firm handshake when you are greeted by the interviewer(s). Are you fidgeting during the interview? Practice with a friend or in front of a mirror to assess these factors.
- Poor attitude - Overbearing or self-centered behavior (i.e. a “What’s in it for me?” attitude) is very poorly received by interviewers. Ask yourself what can you contribute to the company. What skills and experience would you bring to the job?
- Failure to ask questions - Employers will assess your interest in the company and the position by the types of questions you ask. Proper research prior to the interview will help ensure that the questions you ask are intelligent ones.
- Being disorganized - Make sure you arrive at the interview a few minutes early so that you have time to get composed and check your appearance. Arriving late is simply unacceptable so plan for the unexpected. Always bring an extra copy of your resume and references to an interview.
- Exaggerating or being deceitful - Do not exaggerate your experience or skills when answering interview questions. Remember that employers may follow-up on your assertions during reference checks, so always answer honestly.
- Excessive anxiety - While interviews tend to induce anxiety in most people, for some it can seriously undermine performance. Employers cannot and will not attribute poor answers entirely to your anxiety. Further, they do not have the benefit of knowing you outside of the interview situation. To decrease interview anxiety, the single best thing you can do is practice. Ask your friends or your family to help.
- Over or under answering questions - For most interview questions a “Yes” or “No” answer is not appropriate. Provide more detail for an employer and site examples from personal experience wherever possible. Do not, however, talk endlessly and feel that you have to keep speaking if there’s a silence. When you have said what you want to say, stop talking. If you do not understand a question, seek clarification before responding.
- Failure to send a thank-you note or card following the interview - Take the time to send a thank you card; this small gesture can make a significant impact on an employer. Not only does it demonstrate your sincere interest in the position, but it also helps distinguish you from other interview candidate.

# **World Wide Web And Career Information**

## **World Wide Web And Career Information**

"Planning Your Future - Federal Employee's Survival Guide," consolidates a wealth of information concerning retirement, RIF, separation, and/or a new career, which is now on the World Wide Web. The guide represents a collective effort of individuals from five federal agencies. The more informed you are, the better career decisions you'll make. The guide divides these decisions into three areas; starting a new career, retirement, and RIFs/buyouts. In addition to detailed information in each section, links to numerous other web sites give you opportunities to explore related areas. Topics include job openings in government and private sectors, benefits for employees in career transition, financial aspects of retirement and separation as well as embedded calculators in financial planning models you can use to make informed decisions.

You can reach the guide through your computer if you have World Wide Web access. To reach the guide, access your system's Internet/web tool using Netscape Navigator or Navigator Gold, Internet Explorer, or Mosaic.

Once you are in your system's Internet/web application, type in the Survival Guide's address. Type it in a box at the top of the screen in which web locations are displayed. Type: "<http://safetynet.doleta.gov>" [Note: you only type in the letters between the quote marks.] After entering this address, hit the enter/return key.

Your PC will now access the survival guide via the Internet and then display the guide's main menu screen on your PC. From this main menu you can "surf ' the guide. The menu pages of the Survival Guide are attached, you can see for yourself that there is plenty of great information. Try surfing! You won't be disappointed.

## **OTHER INFORMATION WEB SITES AVAILABLE:**

- Office of Personnel Management Jobline - <http://www.usajobs.opm.gov>
- Department of Labor - <http://safetynet.doleta.gov>
- US Dept. Of Agriculture - <http://www.aphis.USDA.gov>
- Nat'l Institutes of Health - <http://www.nih.gov>
- Infoseek Careers - <http://www.infosee.com>
- Defense Civilian Personnel Management Service – <http://www.cpms.osd.mil>
- Office of Personnel Management – <http://www.opm.gov>
- Dept. of Navy Human Resources Service Center – <http://www.donhr.navy.mil>
- Social Security Administration – <http://www.ssa.gov>
- Dept. of Education (Student Loans) – <http://www.ed.gov/studentaid>
- Federal Life Insurance - <http://www.opm.gov/insure/life>
- Federal Health Benefits – <http://www.opm.gov/insure/health>
- Federal Long-Term Care Insurance – <http://www.opm.gov/insure/ltc>
- CSRS/FERS Retirement – <http://www.opm.gov/retire>
- Social Security Retirement Benefits – <http://www.ssa.gov/retire>
- Thrift Savings Plan – <http://www.tsp.gov>

# ENCLOSURES

RECONSIDERATION OF RIF (DEMO)

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1. NAME: \_\_\_\_\_

2. ADDRESS: \_\_\_\_\_

3. PHONE NUMBER: \_\_\_\_\_

4. SERVICE COMPUTATION DATE: \_\_\_\_\_

=====

5. CHECK THE APPLICABLE ACTION TAKEN IN THIS REDUCTION IN  
FORCE:

CHANGE TO LOWER GRADE \_\_\_\_\_ SEPARATION \_\_\_\_\_

=====

6. HAVE YOU BEEN OFFERED ANOTHER POSITION IN LIEU OF  
SEPARATION?

Yes \_\_\_\_\_ No \_\_\_\_\_

7. TITLE OF POSITION OFFERED:

\_\_\_\_\_

8. GRADE OF POSITION OFFERED: \_\_\_\_\_

9. SALARY OF POSITION OFFERED: \_\_\_\_\_

10. DID YOU ACCEPT THIS POSITION? Yes \_\_\_\_\_ No \_\_\_\_\_

=====

Explain, in writing, why you think you should not have been adversely affected by the RIF. (Explanation could include: you were placed in the wrong retention group or sub-group; an error was made in the computation of your service computation date, retention rights regarding performance ratings, or separation from competitive level; an exception was made to the regular order of selection; full 120 - day notice was not given; you believe you have assignment (bump or retreat) rights; or any other reason.) Please provide as much specific information as possible.

SUBMIT COMPLETED RECONSIDERATION FORM TO YOUR PMA.  
PLEASE ATTACH ADDITIONAL PAGES IF NECESSARY.

**HRSC Southwest**  
**525 "B" Street, Suite 600**  
**San Diego, CA 92101-4418**  
**Fax: (619) 615-5548**

# Request for Retirement Annuity Computation

<b>Name:</b> (last, first, middle)		<b>SSN:</b>	<b>Date of birth:</b> (month, day, year)
<b>Daytime phone:</b> (DSN and Commercial)		<b>Activity/UIC:</b>	
<b>Job title/Grade/Step:</b>			
<b>1. Projected retirement date:</b>	<b>2. Retirement system:</b> <input type="checkbox"/> CSRS <input type="checkbox"/> FERS <input type="checkbox"/> CSRS Offset		<b>3. Type of retirement:</b> <input type="checkbox"/> optional <input type="checkbox"/> disability <input type="checkbox"/> other
<b>4. Sick Leave accumulated hours: (CSRS only)</b> <input type="checkbox"/> NO <input type="checkbox"/> YES		<b>5. Survivor Annuity:</b> <input type="checkbox"/> NO <input type="checkbox"/> YES	
<b>6. LWOP in excess of 6 months in a calendar year?</b> <input type="checkbox"/> NO <input type="checkbox"/> YES		<b>7. Any part-time service?</b> <input type="checkbox"/> NO <input type="checkbox"/> YES	
<b>8. Any non-deduction service? (Temporary and/or indefinite appointment for which retirement deductions were not withheld for pay)</b> <input type="checkbox"/> NO <input type="checkbox"/> YES Was deposit made? <input type="checkbox"/> NO <input type="checkbox"/> YES			
<b>9. Any service for which retirement deductions were refunded?</b> <input type="checkbox"/> NO <input type="checkbox"/> YES Was a redeposit made? <input type="checkbox"/> NO <input type="checkbox"/> YES If a redeposit was not made – Date of refund (if known): _____ Amount of refund (if known): _____			
<b>10. If you have deposit/redeposit service, would you like us to compute the annuity based on:</b> <input type="checkbox"/> Paying back non-deducted/refunded service time <input type="checkbox"/> Not paying back <input type="checkbox"/> Both ways?			
<b>11. Any Military Service?</b> <input type="checkbox"/> NO <input type="checkbox"/> YES <b>Retired Military?</b> <input type="checkbox"/> NO <input type="checkbox"/> YES Number of years in the military: _____ Have you made a deposit for military service performed after 1956? <input type="checkbox"/> NO <input type="checkbox"/> YES			
<b>12. Would you like us to compute the annuity based on:</b> <input type="checkbox"/> Civilian service only <input type="checkbox"/> Combining military and civilian time <input type="checkbox"/> Both ways?			
<b>13. Would you like your retirement computation</b> <input type="checkbox"/> Mailed <input type="checkbox"/> Faxed?   Please indicate the address or fax number in the space below    			

**Mail or fax to address/phone number below:**

Human Resources Service Center Southwest  
 Benefits and Performance Branch, Code 516  
 525 B Street, Suite 600  
 San Diego, CA 92101-4418

Telephone: (619) 615-5554/ DSN: 245-5554  
 Fax: (619) 615-5545/ DSN: 245-5548  
 E-Mail: Benefits@sw.hroc.navy.mil

**Current health and life insurance enrollment is included in estimate, if eligible.**

The following are samples for use in ESTIMATING the amount of severance pay. The actual calculation formula is somewhat more complicated and technical. The samples are intended to allow you to figure the APPROXIMATE amount of the severance pay you may receive. NAWCWD is not responsible for the accuracy of the results that this worksheet may give you. IF YOU WANT AN ACCURATE CALCULATION, YOU WILL HAVE TO CONTACT YOUR SERVICING PERSONNEL OFFICE.

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### Severance Pay Estimation Worksheet

line 1. Annual Salary at time of separation = \_\_\_\_\_  
 (Hourly Salary X 2087 = Annual Salary)  
 line 2. Weekly Rate (line 1 divided by 52) = \_\_\_\_\_  
 line 3. Years of Service (see A and B below) \_\_\_\_\_

A. If your length of service is LESS THAN 10 years,  
 enter your length of service on line 3a.

B. If your length of service is MORE THAN 10 years:

1) enter your length of service: \_\_\_\_\_  
 2) subtract 10 from your length of service: -10

3) multiply the result by 2: \_\_\_\_\_

4) add 10 to the amount listed in 3) +10

5) enter this total on line 3a. This is the  
 factor for your adjusted years of service  
 and tells you APPROXIMATELY the number of  
 weeks of severance pay you would be  
 entitled to.

line 3a. Adjusted Years of Service \_\_\_\_\_

line 4. Basic Severance Pay (multiply amount on  
 line 2 by number on line 3a -- Adjusted  
 Years of Service) = \_\_\_\_\_

line 5. Age Adjustment Factor (if your age is  
 above 40, look your age up on the "AGE  
 TABLE AND FACTORS" chart below. Enter  
 the "factor" number shown.)

Age = \_\_\_\_ years and \_\_\_\_ months. Factor = \_\_\_\_\_

Line 6. Multiply line 4 by line 5 Factor = \_\_\_\_\_

\*If line 6 exceeds line 1, enter  
 amount on line 1.

The amount of severance pay will be \$\_\_\_\_\_

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**Example of Severance Pay Estimation**

line 1. Salary at time of separation = \$73,619  
 line 2. Weekly Rate (line 1 divided by 52) = \$1,415.75  
 line 3. Years of Service (see A and B below) = 18

A. If your length of service is LESS THAN 10 years, enter your length of service on line 3a.

B. If your length of service is MORE THAN 10 years:

1) enter your length of service: 18  
 2) subtract 10 from your length of service: -10  
 ---  
 8

3) multiply the result, in this case, 8, by 2: 16  
 4) add 10 to the amount listed in 3. +10  
 ---  
 26

5) enter this total on line 3a. This is the factor for your adjusted years of service and tells you APPROXIMATELY the number of weeks of severance pay you would be entitled to.

line 3a. Adjusted Years of Service = 26

line 4. Basic Severance Pay (multiply amount on line 2 by number on line 3a -- Adjusted Years of Service) = \$36,809.50

line 5. Age Adjustment Factor (if your age is above 40, look your age up on the "AGE TABLE AND FACTORS" chart attached. Enter the "factor" number shown.)

Age = 52 years and 0 months  
 Factor = 2.20

Line 6. Severance Pay Amount

Multiply line 4 by line 5 factor  
 38809.50 X 2.20 = \$80,980.90

\*If line 6 exceeds line 1, enter amount on line 1. The amount of severance pay will be \$73,619

**Age Table and Factors**

Yrs.	Mos.	Factor	Yrs.	Mos.	Factor	Yrs.	Mos.	Factor
40	3-5	1.025	48	4-8	1.850	56	9-11	2.675
40	6-8	1.050	48	9-11	1.875	57	0-2	2.700
40	9-11	1.075	49	0-2	1.900	57	3-5	2.725
41	0-2	1.100	49	3-5	1.925	57	6-8	2.750
41	3-5	1.125	49	6-8	1.950	57	9-11	2.775
41	6-8	1.150	49	9-11	1.975	58	0-2	2.800
41	9-11	1.175	50	0-2	2.000	58	3-5	2.825
42	0-2	1.200	50	3-5	2.025	58	6-8	2.850
42	3-5	1.225	50	6-8	2.050	58	9-11	2.875
42	6-8	1.250	50	9-11	2.075	59	0-2	2.900
42	9-11	1.275	51	0-2	2.100	59	3-5	2.925
43	0-2	1.300	51	3-5	2.125	59	6-8	2.950
43	3-5	1.325	51	6-8	2.150	59	9-11	2.975
43	6-8	1.350	51	9-11	2.175	60	0-2	3.000
43	9-11	1.375	52	0-2	2.200	60	3-5	3.025
44	0-2	1.400	52	3-5	2.225	60	6-8	3.050
44	3-5	1.425	52	6-8	2.250	60	9-11	3.075
44	6-8	1.450	52	9-11	2.275	61	0-2	3.100
44	9-11	1.475	53	0-2	2.300	61	3-5	3.125
45	0-2	1.500	53	3-5	2.325	61	6-8	3.150
45	3-5	1.525	53	6-8	2.350	61	9-11	3.175
45	6-8	1.550	53	9-11	2.375	62	0-2	3.200
45	9-11	1.575	54	0-2	2.400	62	3-5	3.225
46	0-2	1.600	54	3-5	2.425	62	6-8	3.250
46	3-5	1.625	54	6-8	2.450	62	9-11	3.275
46	6-8	1.650	54	9-11	2.475	63	0-2	3.300
46	9-11	1.675	55	0-2	2.500	63	3-5	3.325
47	0-2	1.700	55	3-5	2.525	63	6-8	3.350
47	3-5	1.725	55	6-8	2.550	63	9-11	3.375
47	6-8	1.750	55	9-11	2.575	64	0-2	3.400
47	9-11	1.775	56	0-2	2.600	64	3-5	3.425
48	0-2	1.800	56	3-5	2.625	64	6-8	3.450
48	3-5	1.825	56	6-8	2.650	64	9-11	3.475